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Approved For Release 2002/06/14 : CIA-RDP81T00990R000100120006-4

IAD - 111/65  
3 December 1965

MEMORANDUM FOR: Director, NPIC

FROM: Chief, Imagery Analysis Division, CIA

SUBJECT: Request for Permission to Discuss the Possibility of  
Formally Separating IAD from NPIC

1. Permission is requested to discuss with various elements of the Agency the possibility of formally separating IAD from NPIC.

2. The decision to make this request was not easy. My interest in and belief in image interpretation as a source of intelligence is and will always be paramount. It is not occasioned by any lack of belief in or recognition of the need for a National Photographic Interpretation Center. However, it is difficult to overcome a driving conviction that the loss of a healthy, independent, departmental CIA PI effort would be dangerous for our country. In considering the community acknowledgement of the value of PI I do not believe a CIA PI departmental effort can be as effective if it is too far separated from the Headquarters Building and if it is required to always function in a secondary role in the National PI Center. Under such circumstances the CIA PI effort would suffer the same deterioration as any other CIA analytical effort with greatly curtailed departmental responsibility, dependent on support from and functioning under one national intelligence production organization. Competition is a healthy situation. CIA is unparalleled as an intelligence organization. It merits the support of its own PI group that should be second to none, responding directly to and servicing the individual needs of the CIA analysts.

3. NPIC is an excellent organization and has made and will continue to make great strides forward in the field of photo intelligence. However, there are many areas of CIA desiring and needing the support of a CIA PI shop. It is my belief that CIA analysts should have departmental PI support as well as the output from NPIC. Each serves a specific purpose, augmenting rather than duplicating one another.

4. It has been extremely enjoyable and a great personal satisfaction to have played a part in the development of such an organization, including the many all night sessions, lost week-ends, and interminable growing pains. Under the proposed plan for NPIC it is difficult to see how a CIA PI effort under the Director, NPIC, can survive and produce in a timely and effective manner. I know that the "two-hat" situation is a frequent cause of embarrassment to you and to your Executive Director.

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5. In discussing various possibilities, we have considered:

A. Separation organizationally but remaining at NPIC

B. Separation both organizationally and physically.

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We recognize that either possibility has its advantages and disadvantages. We believe we have weighed almost all pros-and-cons involved in separation from NPIC. We feel, and our feeling was concurred in recently by [ ] that the CIA departmental PI facility has reached its peak if it must continue under NPIC. It will only decline in effectiveness from this point on if not established independent of NPIC.

6. It is not easy to suggest leaving PI facilities that we take considerable pride in, having contributed materially to their planning, development, and installation - - everything from the Teleprompter Rooms to layout of working areas down to the placement of electrical outlets.

7. Senior supervisory personnel of IAD were asked to weigh 5A and 5B (above), and to consider every possible advantage and disadvantage. The results of their deliberation are summarized in the attached paper.

8. Since joining DGP in 1954 there has been an ever growing challenge, not only in source material, but particularly in striving to build an exemplary PI shop of career employees. CIA offers the once-in-a-lifetime opportunity to realize such a goal. A goal that was and is impossible under almost any other organization.

9. For me, our association has been a long and interesting one ever since the Navy PI class in 1943 where as one of the students you took over the class to instruct in the Canadian Grid - - then Chapel Hill, and the postwar period at Navy PIC, all topped by the past eleven years with CIA.

10. With your permission, and I hope your support, I would like to attempt to continue to build an Agency PI shop not organizationally under NPIC. Your goal has long been the establishment of a National Photographic Interpretation Center and I rejoice with you in seeing it realized. I hope that I have contributed to this accomplishment in some small way. Should it prove possible to gain your support in the establishment of a CIA PI shop, not under NPIC, you can be assured of my continued cooperation in every way.

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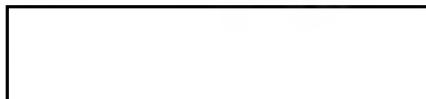


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IAD/ABCB 217/65  
30 November 1965

MEMORANDUM FOR: Chief, Imagery Analysis Division, CIA  
FROM: Acting Chief, ABC Branch, IAD  
SUBJECT: Discussion on Reorganization

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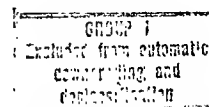
1.  and myself met this morning to discuss the advantages of a possible split with NPIC and to arrive at some common views for your consideration.

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 was not present due to annual leave.)

2. There was unanimous agreement that IAD should break away from NPIC as soon as possible and establish a PI organization exclusively within the CIA framework. An actual physical separation would seem to be helpful but not absolutely necessary. The following advantages were discussed:

- a. A single line of authority. i.e. abolish two-hat concept.
- b. Establishing our identity as the CIA PI organization.
- c. Recruiting, training, and career development for permanent assignments rather than rotating assignments.
- d. Development of a self-sufficient PI shop responsive to CIA requesters.
- e. Improving CIA-DIA relations (by answering DIA objections to the current arrangement).
- f. Forestall the birth of splinter PI shops throughout CIA.



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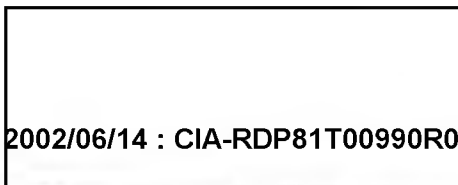
Subject: Discussion on Reorganization

3. It was felt that the main disadvantage to such a break was the possible loss of support services provided by NPIC in the past. However, it was felt that this could be resolved by an allocation of a portion of these support elements to the CIA departmental effort.

4. The following steps should be considered in making such a break with NPIC:

- a. The decision itself to make the break.  
(By the proper authority)
- b. Establish separate T/O's
  - (1) NPIC Photo Analysis Group
  - (2) CIA Office of Imagery Analysis
- c. Freeze personnel for at least 90 days.
- d. Recruit against vacancies in both shops.
- e. Accept principle of committing support to the Office of Imagery Analysis on a percentage basis...separate and distinct from support rendered to NPIC.

5. The transition from division to office status (IAD to OIA) is not critical to the concept of the break with NPIC, but it certainly seems justifiable on the basis of our own projected T/O, not to mention the possible addition of supporting elements to make us self-sufficient.



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6. We would like to suggest a meeting with you and all branch/staff chief at your earliest convenience to further discuss this matter.

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COORDINATION:

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P.S. [ ] reviewed this paper with us on 1 December 1965, expressed their agreement with the views contained herein, and added their signatures to those of the other branch and staff chiefs in IAD.

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